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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Implementation of the recommendations of the Special Committee on Peacekeeping Operations

Report of the Secretary-General

Addendum*

Summary

Pursuant to the request of the Special Committee on Peacekeeping Operations (see A/61/19/Rev.1, para. 232), the matrix contained in the present report provides an overview of the status of the recommendations contained in the report of the Special Committee on its 2018 substantive session (A/72/19). The matrix is supplemental to the report of the Secretary-General (A/73/480). A summary of each recommendation is given, as well as a reference to the number of the relevant paragraph in the report of the Special Committee.

* Late submission of the report was due to developments in the Secretary-General's Action for Peacekeeping initiative that necessitated updates to the report.

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	I. Introduction
18	A preliminary feasibility study is required to assess the scope and total cost of the construction project. In the absence of funds approved by the General Assembly for this purpose, Member States are encouraged to provide voluntary contributions to fund the study and the subsequent construction of the memorial wall at United Nations Headquarters.
22	An informal briefing regarding operational field issues, including the Secretariat's assessment of developments in ongoing United Nations peacekeeping operations, will be provided to the Special Committee at the beginning of its substantive session.
	II. Restructuring of peacekeeping
30	Integrated operational teams will be reconfigured in line with the restructuring of the United Nations peace and security pillar. The reconfiguration of the teams will reflect the continued efforts of the Department of Peacekeeping Operations to maintain flexibility and to scale and optimize the use of resources to meet evolving needs in providing direct support to peacekeeping operations mandated by the Security Council.
34	The Department of Peacekeeping Operations and the Department of Field Support have coordinated and implemented several communications campaigns in 2018 to highlight the important work of peacekeeping operations in promoting peace and security. In 2018, the Departments launched two major strategic communications initiatives, Action for Peacekeeping and the Mano River campaign. The Action for Peacekeeping campaign has highlighted the criticality of solidifying and expanding Member State support to peace operations, including through a high-level event in the margins of the seventy-third session of the General Assembly in September. The Mano River campaign focuses on three recently completed successful peacekeeping missions in West Africa, demonstrating how peacekeeping operations, when properly supported, promote long-term stability and development. In addition, the Department of Peacekeeping Operations worked with the Department of Public Information on the Service and Sacrifice campaign. The campaign highlighted 29 troop-contributing countries and ran across multiple digital channels, including Twitter, Facebook, Instagram and Medium. The campaign was intended to run until the International Day of United Nations Peacekeepers, but given the strong online support and enthusiasm from Member States, it continued through to August. The hashtag #servingforpeace was mentioned 42,000 times, with targeted countries representing 34 per cent of overall mentions across 36 languages. In addition, the campaign generated 1.1 million engagements. A second phase of the campaign will continue through 2019. The Department of Peacekeeping Operations is also working with the Department of Public Information and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) in support of the Secretary-General's strategy on gender parity, a new, system-wide approach to address gender inequality in the United Nations workforce, with the goal of reaching parity at senior levels by 2021 and across the board by 2028.
	III. Safety and security
35	The requested section on safety and security, including statistics on targeted attacks against United Nations peacekeeping operations, has been included in the 2018 report of the Secretary-General (A/73/480).

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38	The Secretariat formed a dedicated team to coordinate Headquarters and field implementation of the independent report entitled "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the corresponding action plan. The team has sought to support field missions in their implementation efforts and to monitor progress and draw upon best practices and lessons learned. Progress was recorded in operations to deter and counter threats in line with mission mandates; the implementation of procedures to respond to attacks; the reduction of fatalities through the detection of improvised explosive devices and mines and proper employment of protective capabilities and equipment (e.g., mine-protected vehicles); the communication of training needs and coordination among training and capacity-building providers; and the arrest and prosecution of suspects in attacks against peacekeepers, among others.
39	Regarding policy and procedures for safety risk management for military, police and civilian capacities, the Department of Peacekeeping Operations and the Department of Field Support have initiated efforts to build and implement a fully integrated safety risk management system to serve all peacekeeping personnel and their occupational groups. This system will be an integral part of the new United Nations occupational safety and health management system. The latter will be implemented as part of management reform through the new Department of Operational Support, as promulgated in the Secretary-General's bulletin on occupational safety and health in July 2018 (ST/SGB/2018/5). The occupational safety and health risk management system is anticipated to cover all safety and health risk categories and to apply to all occupational groups. It is intended to reduce both occupational safety and health risks for all peacekeeping personnel through a data and prevention-driven risk management model, based on internationally recognized occupational safety and health operational management standards. In addition, the Departments of Peacekeeping Operations and Field Support are working closely with the Department of Management to continue to formulate departmental occupational safety and health policy in preparation for the establishment of the new risk management system in the Department of Operational Support. Efforts are under way to implement the recommendations of the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the corresponding action plan. More information can be found in the response to paragraph 38 and in the report of the Secretary-General.
42	In cases of confiscation or destruction of contingent-owned equipment by a third party, a mechanism exists to claim for loss and damage if the force commander certifies forced abandonment or hostile action. The Logistics Support Division will provide an informal briefing on such cases before the next session of the Special Committee.
43	As a step forward in tracking safety and security incidents, the notification-of-casualty incident information system (NOTICAS) online database captures data about serious injury, illness and fatalities owing to accidents and malicious acts; these data are available across missions and at United Nations Headquarters. However, there is no single database where data are collected on violations of status-of-forces agreements and no analysis is conducted of this type of data across all peacekeeping missions. Individual missions at which the Situational Awareness Geospatial Enterprise software (SAGE) has been deployed could compile these data regarding attacks in their individual mission areas, based on SAGE database entries regarding incidents, but missions use the SAGE tool to monitor data that are relevant to them. While some missions collect data on issues such as violations of status-of-forces agreements, these data are not collected across all missions. Furthermore, not all peacekeeping missions have deployed SAGE (see para. 70 (e) below for more information). Lastly, United Nations Headquarters does not have access to the SAGE databases of individual missions and, as such, does not have the capacity to compile this information across all missions in a dependable way.

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	To improve access to information in this area, the Peacekeeping Information Management Unit has developed an online data-driven mission fact sheet and fully automated talking point tools for managers at United Nations Headquarters that provide information on fatalities owing to accident, illness and malicious acts within and across missions. Reports from mission joint operations centres also provide detailed and accurate incident information to Headquarters through the United Nations Operations and Crisis Centre, but these reports are provided in Word format and are not readily and globally analysed. Data on abductions and hostage-taking are collected by the Department of Safety and Security and reported through the safety and security incident reporting system, and the Department of Safety and Security includes this information in briefing notes by the Under-Secretary-General. Lastly, a working group chaired by the United Nations Operations and Crisis Centre has been set up to review the Joint Operations Centre policy and guidelines, including strengthening situational awareness with a view to contributing to the improvement in safety and security of United Nations personnel. One area of review will be the improvement of coordination in relation to the Joint Operations Centres.
44	Data on violations of status-of-forces agreements are currently collected through a range of tools. See the response to paragraph 43 for further information.
48	Preparations are under way by the offices responsible to formulate an updated report on all processes involved in the investigation and prosecution of crimes committed against deployed United Nations peacekeepers.
50	The requested lessons learned to improve the safety and security of United Nations peacekeeping personnel have been included in the 2018 report of the Secretary-General.
51	Improving the comprehensive and holistic safety and security of United Nations peacekeepers continues to be a key priority for the Department of Peacekeeping Operations/Office for the Peacekeeping Strategic Partnership, which has been designated as the departmental lead in implementing the action plan developed in response to the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". The Office has been instrumental in rendering technical advice to relevant stakeholders at Headquarters and in the field, in addition to monitoring the implementation of the recommendations to improve the safety and security of peacekeepers. Through targeted reviews, special investigations and specific assessments, the Office has issued recommendations on systemic and functional issues relating to the safety and security of uniformed components in field missions. The recommendations made by the Office have stressed the need for the institution of credible and effective individual and collective physical protection measures, duly supported by coherent and integrated analysis, planning and direction; enhanced situational awareness; efficient use of technological solutions; well-coordinated and integrated base defence measures; conduct of peacekeeping intelligence-led dynamic operations, including with protected mobility; maintenance of a high state of operational readiness through predeployment and in-mission training and preparation; proactive occupational safety and health measures; and a versatile application of tactics, techniques and procedures as essential elements for enhancing safety and security. In line with its mandate, the Office will continue to consult and work closely with the leadership at Headquarters and in field missions, as well as with troop- and police-contributing countries, to keep them apprised of planned activities, key findings and the status of implementation of specific recommendations to further strengthen the safety and security of peacekeepers.

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53	The Partnership for Technology and Innovation in Peacekeeping provides a framework where the Department of Peacekeeping Operations and the Information and Communications Technology Division of the Department of Field Support can regularly interact with Member States on the way forward, including around developing a policy framework for the use of technology by peacekeeping operations and identifying new technological solutions to challenges in the field. The most recent symposium, an annual event of the Partnership, was held in Berlin and focused on technology in peacekeeping intelligence, convoy and patrol protection; improving security through situational awareness, training and capacity-building; and the United Nations open geospatial information systems initiative. The use of unmanned aerial systems continues to grow worldwide, considering the increased need for up-to-date information for decision-making. Unmanned aerial systems come in many different forms with very distinct capabilities and price ranges, meaning that a single system is incapable of covering all mission needs. Peacekeeping requirements range from all-weather, high-altitude, long-endurance missions to tactical monitoring of areas of interest to miniature units for use in emergencies to view events in close physical proximity. The Secretariat continuously seeks options to cover all these roles in a cost-effective manner. Unmanned aerial systems are observation platforms that carry sensors (optical, radar, etc.) to collect and analyse data; the focus is now on improving analysis for decision-making, in line with the guidance of the Special Committee.
56	The Office of Military Affairs of the Department of Peacekeeping Operations and the Police Division of the Office of Rule of Law and Security Institutions of the Department of Peacekeeping Operations have provided 28 tailored security situation briefs to troop- and police-contributing countries and other Member States on existing United Nations peacekeeping missions since January 2018. The assessment team of the Office of Military Affairs and the Police Division continue to stand ready to facilitate requests from troop- and police-contributing countries and Member States in this regard.
57	The Secretariat will provide Member States with the board of inquiry reports relevant to them, in a timely manner upon request.
58	The Office of Military Affairs has conducted military capability studies for the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA) and the United Nations Mission in South Sudan (UNMISS), with more planned for the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID). Military capability studies support military components in the implementation of recommendations from the action plan on improving the security of United Nations peacekeepers, including those relating to footprint, force protection, technology and the medical 10-1-2 concept in military planning. The military capability studies form the basis for the revision of concepts of operations and statement of unit requirements. Recently updated concepts of operations include those of the United Nations Disengagement Observer Force (UNDOF), the United Nations Peacekeeping Force in Cyprus (UNFICYP) and UNAMID; concepts of operations for MINUSCA and UNMISS are currently under revision. The Office of Military Affairs ensures that all these documents are available to force commanders.
60	The United Nations occupational safety and health management system will be established as part of the Secretary-General's management reform process through the creation of the new Department of Operational Support. More information can be found in the response to paragraph 39.
63	An update will be provided during an informal briefing before the next session of the Special Committee.

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67	Progress in this regard was noted in the most recent relevant report of the Secretary-General (A/72/226). The Secretary-General also included reference to this in his new Agenda for Disarmament.
70 (a)	The Secretariat has reported to Member States on progress in the implementation of the action plan on improving the security of United Nations peacekeepers on several occasions, including through briefings on 2 March, 29 March, 4 April and 30 April. In addition, a summary of initiatives undertaken by the Secretariat to strengthen United Nations peacekeeping was shared at the open debate of the Security Council on 28 March. An informal briefing regarding the implementation of the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business" and the related action plan will be provided to the Special Committee before its next session.
70 (b)	In cases of confiscation or destruction of contingent-owned equipment by a third party, a mechanism exists to claim for loss and damage if the force commander certifies forced abandonment or hostile action. The Logistics Support Division will provide an informal briefing on these specific cases before the next session of the Special Committee.
70 (c)	The Department of Peacekeeping Operations, Department of Field Support, Department of Management and Department of Political Affairs standard operating procedures on NOTICAS in peacekeeping operations and special political missions was completed and approved in December 2017. The standard operating procedures set out the procedures for preparing and issuing a notification of casualty in the event of death, serious injury or serious illness of United Nations personnel serving in peacekeeping operations or special political missions, including United Nations military, police, government-provided and civilian personnel. They do not apply to contractors hired under external institutional or corporate contracts or individuals hired by such contractors. As part of the promulgation of the standard operating procedures, an upgraded version of the online NOTICAS database is being rolled out in peacekeeping missions in a phased manner. The roll-out of the new version of the database has been completed in 12 peacekeeping missions and is currently under way in UNFICYP and the United Nations Support Office in Somalia. The roll-out in the United Nations Interim Administration Mission in Kosovo will take place by the end of 2018, at which time all 14 peacekeeping missions will have completed implementation.
70 (d)	The standard operating procedures on boards of inquiry were modified on 1 December 2016 to clarify the internal rules and regulations regarding internal inquiries, including for attacks and other crimes against peacekeepers. Further inquiries on these issues, should any be required, may be made during the informal briefing on field support provided to the Special Committee before its next session. Improving the safety and security of United Nations peacekeepers continues to be a key priority for the Department of Peacekeeping Operations/Office for the Peacekeeping Strategic Partnership, which is the departmental lead in implementing the action plan developed in response to the report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". Further information can be found in the response to paragraph 51 above. *An informal briefing will be provided before the next session of the Special Committee.*
70 (e)	The SAGE incident and event management system, which is currently deployed in 10 peacekeeping missions, is the only official Department of Peacekeeping Operations incident management and reporting system. Using SAGE, missions can manage data on significant incidents and events occurring in mission areas and analyse numerical and geographic trends over time. SAGE will be enhanced in 2018 with a mobile version, allowing incident reporting and notification on mobile devices. The system will be implemented next in the United Nations Mission for the Referendum in

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	Western Sahara and MONUSCO. Only UNDOF and the United Nations Interim Force in Lebanon (UNIFIL) have no plans as yet to implement SAGE. The United Nations Open Geographic Information System Initiative, established in March 2016, is aimed at identifying and developing enterprise geographic information system solutions for the entire United Nations based on free open software, taking full advantage of the experience of partners such as Member States, academia, international organizations, non-governmental organizations and the private sector. Open geographic information system partners are working to better understand United Nations operational requirements, and proposals will be piloted in UNMISS in 2019. Considerable progress has been made in developing open source-based geographic information system solutions such as a geospatial portal, analytical models and applications and data collection and management applications. In addition, a capacity-building programme through the United Nations Open Geographic Information System Initiative has helped United Nations staff to smoothly transition from proprietary software to open source-based technology. The United Nations Open Geographic Information System Initiative is now focusing on supporting United Nations field operations, particularly peacekeeping operations, and will be gradually extended to provide support to wider United Nations operations, including other United Nations agencies and partners. This initiative will allow the United Nations to assess the feasibility of transitioning from enterprise or commercial-based to open source-based geographic information system services for United Nations peacekeeping missions in the future. The technologies built through the United Nations Open Geographic Information System Initiative will be shared in the future with Member States, which is expected to benefit developing countries that may not have been able to leverage geographic information system technology to date, owing to cost.
70 (f)	The United Nations crisis management working group completed a technical adjustment to the United Nations crisis management policy in March 2018. The Department of Peacekeeping Operations and Department of Field Support standard operating procedure on Headquarters crisis response in support of peacekeeping operations was approved in January 2017 and will be subject to review in January 2019.
70 (g)	An informal briefing will be provided before the next session of the Special Committee.
70 (h)	An informal briefing will be provided before the next session of the Special Committee.
70 (i)	Further information will be provided during the informal briefing on mine action before the next session of the Special Committee. The Secretary-General also included reference to this in his new Agenda for Disarmament.
	IV. Peacekeeping intelligence- and information-gathering and analysis
71	An update will be provided on these issues during an informal briefing before the next session of the Special Committee, as this current language has been overtaken by events and the policy is no longer in draft.
73	Legal, operational and technical guidelines in relation to peacekeeping intelligence- and information-gathering and analysis will be completed by the end of 2019. The revised timeline was communicated to the Special Committee through an informal briefing in July 2018.
76	An update has previously been provided to the Special Committee. Further updates may be provided if required.

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	V. Conduct and discipline
78	In accordance with established processes, when a report is received concerning possible misconduct, specific processes are set in motion. First, the information received is reviewed to determine whether the alleged acts, if substantiated, would amount to a breach of the United Nations standards of conduct. If sufficient information is available for such determination and the alleged acts would constitute misconduct, the matter is referred for investigation. When the United Nations receives information about possible serious misconduct regarding military or police personnel, matters are then referred to the respective Member State for information or investigation, depending on the nature of the allegation and type of personnel, as well as relevant memorandums of understanding and agreements.
81	An incident reporting form and associated guidance have been developed to ensure uniformity and consistency in the collection of information on allegations across the system. Since November 2017 the form and guidance have been field-tested by United Nations system entities operating in the Democratic Republic of the Congo, with training designed and provided by the Office of Internal Oversight Services (OIOS). Once finalized, they will be issued for use at all duty stations across the system. Further updates on this and other measures will be provided in the next report of the Secretary-General on special measures for protection from sexual exploitation and abuse.
92	An informal briefing will be provided before the next session of the Special Committee.
94	Victims are informed in writing of outcomes of investigations. Other updates are also regularly provided to victims and communities through a robust outreach and communication strategy for peacekeeping missions. An informal briefing will be provided before the next session of the Special Committee.
95	An informal briefing will be provided before the next session of the Special Committee.
	VI. Strengthening operational capacity: general
102	The first briefing to the Special Committee on the integrated performance policy framework was held on 5 July 2018, with a second briefing held 11 September and a third anticipated in November. Subsequent briefings will be held every two months, as requested by Member States.
104	To strengthen transparency around deployments, the Military Planning Service of the Office of Military Affairs has been working on reviewing and revising statement of unit requirements so that all actors clearly understand the military operational requirements of each unit.
110	An informal briefing will be provided before the next session of the Special Committee.
111	When a troop-contributing country is not selected for deployment, the Military Adviser, as the head of the Office of Military Affairs, usually explains the circumstances of the situation to the Military Adviser of the particular troop-contributing country. Formal notification is provided subsequently by a note verbale.
113	The Force Generation Service of the Office of Military Affairs is currently developing a standard operating procedure on the selection of troop contributions, as well as guidelines for the allocation of posts of United Nations military experts on mission and military staff officers in United Nations peacekeeping operations. First drafts have been prepared for both documents and are in the process of approval, with the concurrence of stakeholders.

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114	The United Nations Manual for Generation and Deployment of Military and Police Units to Peacekeeping Operations has been drafted and is in the process of approval, with the concurrence of stakeholders.
120	Efforts to identify modern technologies for application in peacekeeping operations focus on addressing identified issues with known technological answers. Technologies employed in peacekeeping operations are always proven systems used widely by Member States to protect civilians, troops and premises. None of the technologies recently implemented in peacekeeping are new to the market or in research stages; they are new only to peacekeeping. The Information and Communications Technology Division of the Department of Field Support uses a holistic approach focusing on technology, people and processes. The Division has deployed technologies using letters of assist with Member States that have also provided subject matter experts to identify and address gaps in knowledge, including through training, simulations and exercises, and to address challenges through revised policies and standard operating procedures. A number of lessons have been identified regarding the training and equipping process, which have been transmitted to the Office of Military Affairs and to the reviewed peacekeeping missions. Following the successful implementation of camp security and urban monitoring technologies using letters of assist, which resulted in increased Member State operational experience, the Division has been permitted to seek commercial options through procurement. Efforts in that regard are now under way.
122 (a)	An informal briefing on the second report of the Secretary-General on the reform of the peace and security pillar will be provided to the Special Committee before its next session.
122 (b)	An informal briefing on measures taken to enhance the analysis of conflict dynamics at the local, national and regional levels will be provided to the Special Committee before its next session.
122 (c)	A new Peacekeeping Capability Readiness System website with enhanced pledging capabilities was launched on 8 January 2018. A total of eight briefings on the use of the system were given to troop- and police-contributing countries, on 21 June, 7 August, 6 September, 17 October and 3 November 2017 and on 9 April, 11 April and 16 April 2018. In addition, 23 individual meetings on the system were held over the past year, upon the request of troop- and police-contributing countries. More information will be provided during an informal briefing before the next session of the Special Committee.
122 (d)	The Office of Military Affairs has taken multiple initiatives to build capacity. Central to this has been the development of the United Nations military manuals, with guidance for commanders and staff at all levels, and the United Nations Infantry Battalion Manual, assisting the commanders and staff of the backbone of the military component. In addition, the Office has spearheaded the realization of the Peacekeeping Military Intelligence Handbook, which will be issued before the end of 2018; the first related training course was conducted in July 2018, with a second scheduled for November. Looking further ahead, the Office will prepare a peacekeeping military intelligence train-the-trainer package in 2019, which will further develop troop-contributing country training capacity. Following on the Improvised Ordnance Device Threat Mitigation Manual and the Explosive Ordnance Disposal Manual, the Explosive Ordnance Disposal Standards were issued in 2018 and supported by training courses made available starting in September. Four interrelated core documents on performance are in the final stages of completion. An informal briefing will be provided before the next session of the Special Committee.
122 (e)	An update will be provided before the next session of the Special Committee.

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122 (f)	The Information and Communications Technology Division of the Department of Field Support has been working to develop rapidly deployable telecommunications capabilities to support an integrated headquarters, including the modular command centre. An informal briefing will be provided to the Special Committee on the progress on the rapidly deployable headquarters before its next session.
122 (g)	An update on the Joint Operations Centres and the Joint Mission Analysis Centres will be provided during an informal briefing to the Special Committee before its next session.
122 (h)	An informal briefing on the results of the ongoing review of the policy on authority, command and control in United Nations peacekeeping operations will be provided to the Special Committee before its next session.
122 (i)	An informal briefing will be provided before the next session of the Special Committee.
122 (j)	An informal briefing will be provided before the next session of the Special Committee.
122 (k)	The Office of Military Affairs is in the final stages of drafting guidance for female engagement teams. Funding has been secured to develop a female engagement team training package, which will run as a pilot and training-of-trainers course before being made available to troop-contributing countries for their use. An informal briefing will be provided before the next session of the Special Committee.
	VII. Strengthening operational capacity: military capacities
127	The Department of Peacekeeping Operations and the Department of Field Support have undertaken a comprehensive review of the policy on authority, command and control in United Nations peacekeeping to ensure that the effective performance of peacekeeping missions is not undermined by ambiguous or unclear authority, command and control arrangements. The review included field visits to MINUSMA, MINUSCA, MONUSCO, UNIFIL and UNMISS to consider authority, command and control issues, practices and concerns in those missions and to ensure that the revised policy reflected the current operating environment of peacekeeping. The two Departments are seeking to ensure that the revised policy provides practical and feasible solutions to long-standing authority and management issues, including those concerning the prioritization and tasking of core mission-enabling assets, including aviation, engineering and medical, among others.
128	The Office of Military Affairs has been conducting military capability studies for several missions in accordance with budget allocation and urgency. In addition, the Office's Military Planning Service has been working on reviewing and revising statement of unit requirements so that all actors can clearly understand the military, operational and logistical capabilities deemed necessary for the success of a peacekeeping operation in line with its mandate. Regarding the request to consult the mission leadership and troop-contributing countries regarding the formulation of mission-specific statement of unit requirements, the Office of Military Affairs has been considering how to address the issue and will engage with Member States regarding the most effective way forward.
130	An informal briefing on the practice of inter-mission cooperation will be provided to the Special Committee before its next session.

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132	Field-based contingent-owned equipment verification and control procedures are intended to ensure that the terms of the memorandum of understanding between the United Nations and the troop-contributing/police-contributing country are met by both parties at the outset and throughout the term of the memorandum. The Contingent-Owned Equipment Unit is responsible for planning and conducting the following verification inspections: arrival inspections, periodic inspections and spot checks, operational readiness inspections and repatriation inspections. Other periodic verification modalities include predeployment visits and assessment and advisory visits.
134	An informal briefing on the status of the rapid deployment level of the Peacekeeping Capability Readiness System will be provided to the Special Committee before its next session.
135 (a)	In addition to scheduled meetings, the Strategic Force Generation and Capability Planning Cell, the Force Generation Service and the Police Division conduct bilateral meetings with troop- and police-contributing countries at their request to update them on the excess resources pledged and remaining critical capability gaps. In addition, the Strategic Force Generation and Capability Planning Cell conveys mission-specific capability gaps through uniformed capability requirement papers. An informal briefing will be provided before the next session of the Special Committee.
135 (b)	An informal briefing will be provided before the next session of the Special Committee.
135 (c)	The General Assembly, in its resolution 71/296 of 30 June 2017, took note of the report of the 2017 Working Group on Contingent-Owned Equipment (A/C.5/71/20). The 2017 edition of the Manual on Policies and Procedures concerning the Reimbursement and Control of Contingent-Owned Equipment of Troop/Police Contributors Participating in Peacekeeping Missions (A/72/288) was issued on 4 August 2017. The Secretariat has since conducted briefings to Member States on the contingent-owned equipment reimbursement framework, including a briefing on changes introduced by the 2017 Working Group. The Secretariat will also provide a series of briefings in the lead-up to the forthcoming 2020 Working Group on Contingent-Owned Equipment, which is scheduled to meet in New York from 20 to 31 January 2020. These briefings will continue to reference the changes made in the most recent Working Group.
	VIII. Strengthening operational capacity: United Nations police capacities
137	The response of the Secretariat to the external review of the Police Division, published on 31 May 2016, is contained in document S/2016/952. The Police Division continues to advance the implementation of relevant recommendations. An informal briefing will be provided before the next session of the Special Committee.
138	An informal briefing will be provided before the next session of the Special Committee.
140	In close consultation with OIOS, an informal briefing will be provided before the next session of the Special Committee.
141	An informal briefing will be provided before the next session of the Special Committee.
145	The Police Division, in close coordination with Member States and United Nations police components, finalized the revised standard operating procedure on the assessment of the operational capability of formed police units for service in missions. In addition, the revised formed police unit policy is in the process of being finalized.

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147	An informal briefing will be provided before the next session of the Special Committee, together with justice and corrections components of peacekeeping operations.
148	An informal briefing will be provided before the next session of the Special Committee, together with justice and corrections components of peacekeeping operations.
149	An informal briefing will be provided before the next session of the Special Committee.
	IX. Strategies for complex peacekeeping operations: general
154	An informal briefing on reforms relating to peacekeeping emanating from the review processes will be provided to the Special Committee before its next session.
157	Through the policy on integrated assessment and planning (2013), which addresses United Nations-wide assessment and planning to maximize coherence and effectiveness, and the policy on planning and review of peacekeeping operations (2017), which focuses on peacekeeping-specific planning, peacekeeping operations have been given the tools to produce comprehensive analysis, articulate strategies and translate them into operational plans. Guidance on policy implementation and support to assessment and planning exercises, as well as training on conflict analysis and strategic assessment, continued to be provided to enhance analysis and planning.
159	The Departments of Peacekeeping Operations and Field Support have sought to strengthen efforts to select heads and deputy heads of mission with due regard to geographical representation and gender balance and to enhance the senior appointments selection process by developing additional tools to assess candidates for senior leadership positions. Outreach to currently serving director-level staff has helped to increase the promotion of serving women. The Departments also continue to process the outcome of the 2017 generic global call for nominations for candidates for Special Representatives of the Secretary-General and Deputy Special Representatives, including by reaching out to strong potential candidates, particularly women and nominees from underrepresented countries, and encouraging their nominations for senior leadership training courses to help them prepare for competitive assessment processes. During the reporting period, the Department of Field Support contributed to the development of the Secretary-General's system-wide strategy on gender parity by chairing the working group on measures to improve gender parity in mission settings. Currently, women make up 28 per cent of civilian staff in United Nations peace operations. The strategy on gender parity seeks to increase that percentage by establishing yearly targets for missions, promoting positive images of female civilians in the field on social media, improving the living and working conditions of civilian staff in hardship locations and creating enhanced talent pools of women who can be selected more quickly using special temporary measures for recruitment promulgated by the Secretary-General. On 8 March 2018, the Department of Field Support launched six senior roster vacancies (P-5 and D-1 levels) to increase the number of female candidates on rosters and to help field missions to meet targets under the strategy on gender parity. This campaign drew a candidate pool that was 38 per cent women overall. Candidates are now being assessed, and the Department expects to conclude rostering soon. Concurrently, some field missions have completed workforce planning efforts that match the 2018 gender parity strategy targets to their annual vacancies to target the recruitment of women. The Department of Field Support also continues its work on the senior women talent pipeline for United Nations peace operations. The pipeline creates a dedicated talent pool of primarily external female candidates who are considering a career in United Nations peace operations. Since the inception of the programme, 244 members have been selected for the senior women talent pipeline. To replenish it, a call for applications in June 2017 targeted candidates at the D-1 and D-2 levels with profiles in mission support and administration, political affairs and mediation, civil affairs, rule of law and security institutions, and public information. The call for applications resulted in 1,200 new

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	applications and 100 new members being added to the pipeline. These members are being prepared for the recruitment process through coaching and training. In addition, some 30 women in the pipeline benefited from a one-week intensive familiarization course in February 2018; a second training course was held in Entebbe, Uganda, in October 2018.
165	An informal briefing will be provided before the next session of the Special Committee.
167	An informal briefing will be provided before the next session of the Special Committee.
168	Integrated assessment and planning processes are intended to maximize the impact of the context-specific peace sustainment activities of the United Nations system. The policy on integrated assessment and planning defines the mandatory requirements in integrated United Nations settings and outlines the responsibilities of United Nations actors. In 2017, the Departments of Peacekeeping Operations and Field Support, in partnership with the analysis and planning working group led by the Executive Office of the Secretary-General, completed a light review of the 2013 policy to reflect recent changes in decision-making mechanisms, specifically, the introduction of the Secretary-General's planning directive and the role of his Executive and Deputies Committees in integrated planning processes. The revised policy reflects new developments, including sustaining peace and the "new way of working", and recognizes the United Nations Development Assistance Framework as the overarching United Nations country planning instrument, where appropriate. The revised policy reinforces the importance of collaboration with external partners, including international financial institutions and regional and subregional organizations. Given the implications of the peace and security reforms, a comprehensive review of the policy and its accompanying handbook will take place in 2019.
	X. Strategies for complex peacekeeping operations: peacebuilding issues and the Peacebuilding Commission
179	An informal briefing will be provided on the implementation of the policy on integrated assessment and planning before the next session. See the response to paragraph 168 above.
186	An informal briefing will be provided on the implementation of the policy on integrated assessment and planning before the next session. See the response to paragraph 168 above.
192	An informal briefing on measures taken to enhance the capacity and core capabilities of the Secretariat for conflict prevention will be provided to the Special Committee before its next session.
200	An informal briefing on the socioeconomic impact of peacekeeping operations will be provided to the Special Committee before its next session.
201	An update will be provided through an informal briefing before the next session of the Special Committee.
	XI. Disarmament, demobilization and reintegration
206	The next informal briefing to the Special Committee on disarmament, demobilization and reintegration will include an overview of disarmament, demobilization and reintegration work in the field, including, where appropriate, studies of either specific approaches used in different missions or specific country-wide strategies.
211	The informal briefing to the Special Committee will include potential regional approaches to disarmament, demobilization and reintegration, where appropriate.

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	XII. Security sector reform
222	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
223	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
225	An update will be provided during the informal briefing on security sector reform before the next session of the Special Committee.
	XIII. Rule of law
232	An informal briefing will be provided before the next session of the Special Committee.
234	An informal briefing will be provided before the next session of the Special Committee.
235	An informal briefing will be provided before the next session of the Special Committee.
236	An update will be provided during the informal briefings on the Justice and Corrections Service and the Police Division before the next session of the Special Committee.
238	Information on justice and corrections capacities and activities at Headquarters and in the field is included in the Secretary General's report to the Special Committee.
241	An informal briefing will be provided before the next session of the Special Committee.
242	Information on the activities of peacekeeping operations in support of national authorities in restoring or establishing court and prison facilities in the aftermath of conflict is included in the Secretary-General's report to the Special Committee. In addition, an informal briefing will be provided to the Special Committee before its next session.
	XIV. Gender and peacekeeping
245	In January 2018, the Departments of Peacekeeping Operations and Field Support finalized and endorsed a new gender policy entitled "Gender-responsive United Nations peacekeeping operations". The policy formulation took into account the relevant provisions of Security Council resolution 2242 (2015) and the relevant recommendations from the three peace and security reviews conducted in 2015. The gender policy overrides the commitments made in the gender forward-looking strategy 2014–2018. An annual report on the implementation of relevant policy priorities will be shared with the Special Committee before its next session.
246	The Departments of Peacekeeping Operations and Field Support have invested in initiatives to improve evidence-based reporting and strategic prioritization, including: (a) a gender and reporting module for training staff, including senior management; (b) the development of common women and peace and security indicators to improve analysis in briefings and reports; (c) a gender dashboard that will serve as a systematized platform for data collection to generate mission-specific reports on women and peace and security mandates across all peacekeeping operations; and (d) strengthened engagement with the Informal Expert Group on Women and Peace and Security, which has improved the analysis of gender and conflict dynamics and shaped Security Council decisions. Regular updates are provided to the Security Council and Member States.

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252	During a joint meeting in Entebbe, Uganda, in 2017, the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and UN-Women laid out a plan to leverage their comparative advantages to enable more gender-responsive United Nations peacekeeping and special political missions. Ongoing joint strategic collaboration includes a gender-responsive conflict analysis project focused on transitioning contexts, the development of key messaging and the implementation of high-level missions focusing on women and peace and security. An informal briefing will be provided before the next session of the Special Committee.
257	The Department of Peacekeeping Operations and UN-Women have begun piloting gender-responsive conflict analysis in transitioning contexts. Three pilots undertaken in the first half of 2018 in Liberia, Haiti and Darfur brought together all United Nations entities to engage in common analysis to support the identification of planning options and outcomes. The pilot gender-responsive conflict analysis projects informed strategic processes such as the development of the United Nations Development Assistance Framework for Haiti and the strategic assessment in Darfur, as well as the rollover of women and peace and security-specific priorities to the United Nations country team in Liberia. An informal briefing will be provided before the next session of the Special Committee.
258	Information on coordination within the Department of Peacekeeping Operations and with the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict around the inclusion of observations and recommendations on sexual violence in situations of conflict on the agenda of the Security Council is included in the Secretary-General's report to the Special Committee.
260	An informal briefing will be provided before the next session of the Special Committee.
261	Consultations on the policy and handbook on the prevention and response to conflict-related sexual violence have been concluded at the Headquarters level with relevant partners and policy co-signatories, including the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict, the Department of Political Affairs and the Office of the United Nations High Commissioner for Human Rights. The draft policy was expected to be shared with relevant United Nations peace operations for their comment by the end of November 2018. As part of efforts to strengthen the provision of guidance, the Department of Peacekeeping Operations has consulted United Nations peace operations on approaches on the ground by civilian, military and police components to conflict-related sexual violence to capture challenges, good practices, lessons learned and recommendations. These lessons have informed the development of the policy and handbook on the prevention and response to conflict-related sexual violence that will provide United Nations field missions in peace operations with an overall framework to address such violence.
262	An informal briefing will be provided before the next session of the Special Committee.
263	The Office of Military Affairs is continuing to post military gender and protection advisers to United Nations peacekeeping missions, at both force and sector headquarters as required. The Office runs a military gender and protection adviser course twice a year to ensure that such advisers receive training in United Nations-specific gender perspective guidelines on how to integrate a gender perspective into all aspects of military planning and operations. A gender perspective is being mainstreamed in all military United Nations policy and doctrine to ensure compliance with the guidelines. Military gender and protection advisers work with civilian gender teams in missions to ensure that the women and peace and security mandate is comprehensively supported. An informal briefing will be provided before the next session of the Special Committee.
264	The Under-Secretary-General for Peacekeeping Operations met with the Special Representative of the Secretary-General on Sexual Violence in Conflict in July 2018. An informal briefing by the Special Representative will be provided to the Special Committee before its next session.

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265	A written briefing will be provided to the Special Committee before its next session.
	XV. Strategies for complex peacekeeping operations: children and peacekeeping
267	The Division for Policy, Evaluation and Training/child protection team conducted one mission to MONUSCO in February 2017 to update the best practice note on child protection. An additional mission to MINUSCA is planned towards the end of 2018 to complete the update to the note.
268	A written briefing will be provided to the Special Committee before its next session.
269	The specialized training materials on child protection for United Nations military and police personnel are available on the United Nations Peacekeeping Resource Hub (http://research.un.org/stm) for Member States and regional and national training centres to download and use. The Integrated Training Service of the Department of Peacekeeping Operations also informs all Member States by fax when new training material is released. In addition, new training materials are rolled out through training-of-trainers and mobile training teams.
270	The 2017 specialized training material on child protection for United Nations Police was rolled out at a training-of-trainers workshop in Entebbe, Uganda, in May 2018 under the lead of the Integrated Training Service and with the participation of the Division for Policy, Evaluation and Training/child protection team. The 2014 United Nations military standardized training material on child protection is currently being updated in line with the 2017 child protection policy and will be rolled out during a training course for United Nations military personnel in October 2018. The roll-out of the force directive on child protection is envisaged for three peacekeeping missions in the last quarter of the reporting period. The Child Protection Manual for Child Protection Officers in Peace Operations is being finalized and will be published in 2018.
	XVI. Strategies for complex peacekeeping operations: health-related issues and peacekeeping
273	An update will be provided through an informal briefing to the Special Committee before its next session.
274	The casualty evacuation policy has been promulgated with effect from April 2018 and will be subject to revision within a year based on observations and recommendations arising from the stress-testing exercises to be completed within the first year of its promulgation in the five high-risk missions (MINUSMA, MINUSCA, MONUSCO, UNAMID and UNMISS) identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business".
277	An informal briefing will be provided before the next session of the Special Committee.
279	An informal briefing will be provided before the next session of the Special Committee.
280	An informal briefing will be provided before the next session of the Special Committee.
282	The Medical Services Division of the Department of Management has developed the United Nations buddy first-aid course curriculum and related materials, including a training-of-trainers programme of instruction. The first training-of-trainers was conducted in February 2018. A master trainer curriculum is being developed before further training is conducted. The Medical Services Division reviews all credentials of military medical personnel before deployment.

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283	The development of medical protocols is under way and an update will be provided before the next session of the Special Committee.
284	The Medical Services Division of the Department of Management has developed the United Nations buddy first-aid course curriculum. More details can be found in the response to paragraph 282.
285	A United Nations mental health strategy was approved by the Secretary-General and adopted by the High-Level Committee on Management in September 2017. The strategy is in the process of being implemented, and engagement with the troop- and police-contributing countries regarding the strategy will begin in the coming year.
286	An informal briefing will be provided before the next session of the Special Committee.
	XVII. Strategies for complex peacekeeping operations: quick-impact projects
292	All guidelines issued since the finalization of the Policy Directive for Quick-Impact Projects have been issued in accordance with the revised policy. Any future guidance will also be in alignment with the Policy Directive.
	XVIII. Strategies for complex peacekeeping operations: protection of civilians and other mandated tasks
297	An informal briefing will be provided before the next session of the Special Committee.
298	A training-of-trainers course on comprehensive protection of civilians will be organized for police-contributing countries in August 2018. The aim of the course is to strengthen the capacity of formed police units in this regard. The course will introduce the specialized training materials on comprehensive protection of civilians and enable the participants to deliver the materials in their respective national training institutions. Member States were consulted on the implementation and review of training materials during briefings to police-contributing countries and events relating to the United Nations police commander and formed police unit coordinator courses.
299	The aim of the 2017 in-mission training needs assessment was to identify gaps in existing training on protection of civilians and in the knowledge, skills and attitudes of mission personnel leading to performance gaps in the implementation of the protection-of-civilians mandate. Action points included: (a) develop a competency-based curriculum for training on protection of civilians; (b) continue to develop and utilize scenarios and practical exercises to rehearse protection-of-civilians responses based on mission-specific challenges; (c) review and improve ongoing mission-specific protection-of-civilians training tailored to the specific context and components' needs; (d) ensure that predeployment training on protection of civilians is completed and enhanced by subsequent in-mission training and develop a common mission protection-of-civilians training strategy among trainers; (e) build the capacity of trainers to deliver protection-of-civilians training, invest in resources and develop partnerships; and (f) prioritize accountability and resources by ensuring that mission training plans reflect training priorities such as the protection of civilians. To implement training priorities, the Integrated Training Service of the Department of Peacekeeping Operations is training in-mission trainers to conduct tabletop and simulation exercises, conducting advisory visits and providing technical support to integrated mission training centres and trainers. An informal briefing will be provided before the next session of the Special Committee.

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304	Performance evaluation standards on the protection of civilians are being developed as part of the integrated performance policy framework. The Special Committee is receiving briefings every two months, with the most recent briefing on 11 September 2018 and a subsequent briefing planned for November 2018.
305	An informal briefing will be provided before the next session of the Special Committee.
306	Several capacity-building activities were conducted to improve the ability of existing peacekeeping missions to respond to challenges. A training-of-trainers course on the conduct of tabletop exercises was rolled out in March 2018 for civilian and military trainers of integrated mission training centres, focusing on the centres' coordination of tabletop exercises around mission contingency planning, responses to emerging protection-of-civilians threats and situations involving casualty and medical evacuations. To further strengthen crisis management capabilities, a stress-testing project plan, SIMEX, is in place to design, develop and conduct simulation exercises in the five high-risk missions identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". The project will involve the whole mission, including the senior leadership team, the strategic level and all substantive sections and tactical units.
307	An informal briefing will be provided before the next session of the Special Committee.
308	MINUSCA, MINUSMA and the United Nations Mission for Justice Support in Haiti (MINUJUSTH) are updating their protection-of-civilians strategies following changes in their mandate. An informal briefing will be provided to the Special Committee before its next session.
310	An informal briefing will be provided before the next session of the Special Committee.
311	An informal briefing will be provided before the next session of the Special Committee.
312	An informal briefing will be provided before the next session of the Special Committee.
315	The Department of Peacekeeping Operations and Department of Field Support policy on the protection of civilians in United Nations peacekeeping is being reviewed. A handbook for field practitioners is being developed. An informal briefing will be provided to the Special Committee before its next session.
316	An informal briefing will be provided before the next session of the Special Committee.
317	An informal briefing will be provided before the next session of the Special Committee.
321 (a)	An informal briefing will be provided before the next session of the Special Committee.
321 (b)	An informal briefing will be provided before the next session of the Special Committee.
321 (c)	An informal briefing will be provided before the next session of the Special Committee.
321 (d)	An informal briefing will be provided before the next session of the Special Committee.
321 (e)	An informal briefing will be provided before the next session of the Special Committee.
321 (f)	An informal briefing will be provided before the next session of the Special Committee.
321 (g)	An informal briefing on best practices regarding measures taken by peacekeeping operations to foster cooperation with host authorities will be provided to the Special Committee before its next session.

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321 (h)	An informal briefing will be provided before the next session of the Special Committee.
321 (i)	An addendum to the Department of Peacekeeping Operations and Department of Field Support policy on the protection of civilians in United Nations peacekeeping and on the accountability of senior leadership was endorsed on 1 May 2018. An informal briefing will be provided to the Special Committee before its next session.
	XIX. Cooperation with troop-contributing and police-contributing countries
324	Policies, guidelines and standard operating procedures are being developed while taking on board the views and advice of troop-contributing countries. An informal briefing will be provided to the Special Committee before its next session.
328	A number of measures have been put in place to enhance the value of weekly briefings to the military and police adviser community, including raising the seniority of the briefer to correspond to the level of the audience (D-1/P-5); covering only the salient points of interest in the verbal briefing while leaving the rest for the written product, which includes as much commentary as possible; answering questions of Member States submitted ahead of the briefings; drawing commentary from the Office of Military Affairs/assessment team, integrated operational teams and others, as required, to provide answers that are as comprehensive as possible; and providing information on accessing additional resources, for example, documents from the Dag Hammarskjöld Library.
	XX. Triangular cooperation among the Security Council, the Secretariat and the troop-contributing and police-contributing countries
337	Briefings continue to be arranged for existing and potential troop-contributing countries on predeployment threat assessments, concepts of operations and rules of engagement in existing and new missions.
339	Prior to launching a new peacekeeping mission, a working group consisting of relevant integrated operational team representatives and staff from the Air Transport Service, Military Planning Service, Current Military Operations Service, Force Generation Service and Police Division carry out planning and propose different courses of action for leadership consideration. Once planning is refined, the Security Council approves a final proposal. After approval, the Strategic Force Generation and Capability Planning Cell, the Force Generation Service and the Police Division work together to identify potential troop- and police-contributing countries for the mission, after which the Force Generation Service and the Police Division communicate with potential troop- and police-contributing countries regarding their willingness and state of preparation for deployment. When a major reconfiguration of a current mission is suggested following a strategic review, military capability study and/or technical assessment, the required information is shared immediately following approval with troop-contributing countries by the Force Generation Service and with police-contributing countries by the Police Division.
340	Regular meetings with troop- and police-contributing countries were held during the reporting period. Relevant Member States, including host Governments, were informed before the reviews about the objectives of the reviews and, subsequently, their outcomes. The Secretariat also engaged informally with troop- and police-contributing countries to provide updates regarding urgent situations affecting mission operations, particularly the operational effectiveness, safety and security of personnel on the ground. The Departments of Peacekeeping Operations and Field Support also engaged troop- and police-contributing countries on issues such as force generation, gender, and

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	conduct and discipline, including allegations of sexual exploitation and abuse, the implementation of protection-of-civilian mandates, capability, performance, equipment and national caveats. The findings of the relevant strategic and technical reviews were also consulted and shared with the respective troop- and police-contributing countries. These meetings provided a valuable opportunity for troop- and police-contributing countries to reflect their concerns and for other Member States to better understand the challenges on ground.
	XXI. Enhancement of African peacekeeping capacities
360	The implementation of the new office structure of the United Nations Office to the African Union has begun, and the Office continues to work closely with the African Union to strengthen the partnership. The Office provided briefings to the Peace and Security Council, presenting United Nations positions on emerging and ongoing crises. The Office continued to support the implementation of the mechanisms of the African Peace and Security Architecture by providing expert technical advice and facilitating surge capacity from United Nations headquarters and other entities. It participated in operational assessments, implementation planning, capability readiness assessments, joint reviews and reviews of concepts of operations of the African Union Mission in Somalia. The Office also supported the planning and management of other peace support operations mandated by the African Union, including through a joint assessment for the establishment of the headquarters of the Joint Force of the Group of Five for the Sahel in July 2017.
364	In July 2018, the Secretary-General submitted a report on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including on the work of the United Nations Office to the African Union, pursuant to presidential statement S/PRST/2014/27. In the report, the Secretary-General indicated that the Secretariat was working closely with the African Union Commission to develop key components of the compliance framework for international humanitarian law, human rights, and conduct and discipline to achieve greater accountability, transparency and protection of human rights. The Secretary-General also reported that the policies on conduct and discipline and on the prevention of and response to sexual exploitation and abuse had been finalized and that guidance notes on human rights screening for troop-contributing countries were being developed to ensure that personnel deployed to African Union peace support operations did not have prior records of human rights violations.
368	The Secretary-General has prioritized the development of a systematic, predictable and strategic partnership with the African Union, based on the principle of mutual respect and comparative advantages. Since the signing of the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security in April 2017, the partnership between the United Nations and the African Union has been characterized by greater consultation, more regular information-sharing and coordinated action. The Secretary-General and the Chairperson of the African Union Commission signed the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development in January 2018. The Under-Secretary-General for Peacekeeping Operations and the Commissioner for Peace and Security of the African Union undertook a joint field visit to the Central African Republic and the Sudan in April 2018. The second annual conference between the Secretary-General and the Chairperson of the African Union Commission and their joint briefing to the African Union Peace and Security Council were held in Addis Ababa on 9 July 2018.
	XXII. Developing stronger United Nations field support arrangements
371	Detailed information on the final evaluation of the global field support strategy, which was completed in 2015, has previously been provided and information has been included in past informal briefings. For reference, in its resolution 70/286, the General Assembly requested the Advisory

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	Committee on Administrative and Budgetary Questions to request the Board of Auditors to issue a compilation of lessons learned from the global field support strategy. To respond to that request, the Board considered the lessons the Department of Field Support had learned from the strategy and the conclusions it had drawn, as well as actions to be taken to better support field missions. The findings were published on the website of the Board of Auditors in 2017 in a report entitled "Compilation of lessons learned from the global field support strategy". The Department of Field Support will continue to report on lessons learned regarding support to the field in its informal briefing before the next session of the Special Committee.
372	An informal briefing will be provided before the next session of the Special Committee.
376	An update on the Regional Service Centre in Entebbe, Uganda, will be provided as part of an informal briefing before the next session of the Special Committee.
377	As in previous years, an informal briefing will be provided to the Special Committee before its next session based on the standard protocol on supply chain management. In addition, please note that a separate text providing a short update of the status of supply chain management, including in the context of management reform, can be found in the current report of the Secretary-General to the Special Committee.
381	The upgrade of information and communications technology (ICT) infrastructure is paramount to information security and the increased resiliency of peacekeeping mission ICT systems. In a data-driven society, proper ICT infrastructure and connectivity are crucial to peacekeeping mission staff and personnel and to the ability of missions to deliver on their mandates. Connectivity remains a major issue in Africa, which is home to most large peacekeeping operations and where fibre optic penetration is less than 5 per cent. As a result, most peacekeeping ICT is secured over satellite. While satellite connectivity is expensive compared with terrestrial options, the cost per unit (megabit per second) has decreased in recent contracts, fulfilling increased demand without major cost surges.
382	The new standards were approved following the meeting of the 2017 Working Group on Contingent-Owned Equipment. An informal briefing will be provided before the next session of the Special Committee.
383	Demonstrating improved Department of Field Support surge capacity, the Rapid Response Section of the Field Personnel Division of the Department of Field Support supported the recruitment campaign for the start-up of MINUJUSTH in Haiti in October 2017. The Rapid Response Section was involved in conducting strategic planning activities, establishing timelines and milestones, advertising international positions in Inspira and supporting hiring managers in the selection process and outreach search. The process involved mobilizing all key offices and hiring managers from three Departments (Peacekeeping Operations, Field Support and Safety and Security) to tackle a total caseload of 353 international posts. (National positions were advertised locally through a dedicated team at MINUSTAH headquarters.) Thanks to the rapid response exercise, by 9 December 2017, when recruitment authority was handed over to the newly established mission, 144 candidates had been selected for international positions (resulting in a vacancy rate of only 12 per cent), of which 103 staff had been onboarded, and 169 national staff had been selected (vacancy rate of 8 per cent). Along with rapid recruitment efforts, the Field Personnel Division was closely involved in liquidating a series of missions during the reporting period, including the United Nations Operation in Côte d'Ivoire, MINUSTAH and UNMIL. Human resources expert teams were involved in supporting those missions in liquidation, including placement or reassignment of staff to other field missions, advising on complex separation cases and coordinating timely submissions to the United Nations Joint Staff Pension Fund.
386	An informal briefing will be provided before the next session of the Special Committee.

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	XXIII. Best practices and training
388	A draft memorandum of understanding was circulated to Member States in 2016 to provide a framework for the Department of Peacekeeping Operations, the Department of Field Support and Member States to deploy pledged training capacity to a peacekeeping mission or a United Nations facility. A template memorandum with annexes is available for the use of any Member State willing to contribute training personnel to support peacekeeping training. An informal briefing will be provided to the Special Committee before its next session.
392	An informal briefing will be provided before the next session of the Special Committee.
394	An informal briefing will be provided before the next session of the Special Committee.
396	The final report of the protection-of-civilians training needs assessment, completed in May 2018, included nine core recommendations with specific priority action points for each office responsible for issues relating to the protection of civilians. The main activities undertaken include:(a) the dissemination of the comprehensive protection-of-civilians training materials through targeted training of trainers, including for military and police officers and Member State trainers; (b) capacity-building support for integrated mission training centres in the implementation of mission-specific and protection of civilian-related training plans; (c) advisory and training enhancement visits to high-risk missions to assist with specific tasks, including planning and conducting tabletop and protection of civilian-specific simulation exercises; and (d) the development of concept notes and launching of SLAED, a stress-testing project to strengthen the crisis management capacity of the five high-risk missions identified in the independent report "Improving Security of United Nations Peacekeepers: We need to change the way we are doing business". Information on efforts to implement the findings of the training needs assessment will be provided through an informal briefing to the Special Committee before its next session.
398	The training-of-trainers concept is frequently used to develop the training skills of three main beneficiary groups, namely, Member State trainers, mission trainers and subject matter experts working in the field. The purpose of training of trainers varies, including disseminating new training materials and standards and training relevant trainers in delivering them; building the capacity of mission trainers in designing, delivering and evaluating training plans and activities; and developing the delivery skills of substantive experts in their conduct of awareness-raising sessions. To disseminate new training standards for Member States, the Integrated Training Service of the Department of Peacekeeping Operations conducted 19 training-of-trainers courses in 2018 on topics ranging from child protection to specialized topics for military and police officers and units. To support mission trainers and integrated mission training centres, three targeted training-of-trainer courses were delivered, on the conduct of tabletop exercises, on training skills and management of learning and on enhanced learning management systems. All peacekeeping training materials include lessons learned and best practices from the field as a source of learning and a basis for case studies and practical learning examples.
399	Gender issues are mainstreamed throughout all peacekeeping training materials developed by the Departments of Peacekeeping Operations and Field Support. Gender-neutral language and examples are used in all training materials. Military, police and civilian peacekeepers are reminded of specific needs of vulnerable groups, including women and men, and girls and boys, when executing their specific and mandate-related tasks. The specialized training materials on child protection for United Nations military and police personnel were developed in 2017. To roll out the materials, the Integrated Training Service of the Department of Peacekeeping Operations conducted four training-of-trainers courses in the first half of 2018; three more courses will be conducted in the second half of the year. One training-of-trainers course was conducted in French, in Cameroon. Two courses were conducted specifically for United

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	Nations police officers working as child protection focal points in missions. In total, some 140 police officers will be trained on child protection issues. The specialized training materials on child protection are also available on the United Nations Peacekeeping Resource Hub (http://research.un.org/stm) for all peacekeeping partners and regional and national training centres. The 2014 United Nations military specialized training materials on child protection are currently being updated in line with the 2017 child protection policy and will be rolled out during a training course for United Nations military personnel in October 2018. The roll-out of the force directive on child protection is envisaged for three peacekeeping missions in the last quarter of the reporting period. An informal briefing will be provided before the next session of the Special Committee.
400	Gender adviser positions have been created in force and sector headquarters to manage gender-related questions in missions. United Nations Headquarters conducts training courses for military gender and protection advisers twice a year and is rostering candidates to deploy to suitable missions. Gender focal points are currently trained in-mission by the military gender and protection adviser and the civilian gender unit.
401	The Peacekeeping Resource Hub is being upgraded to improve its search functions, user-friendliness and overall design. The Integrated Training Service uploads all new peacekeeping training materials immediately after official release. On average each month, the Peacekeeping Resource Hub receives 87 new subscriptions by Member States and 5,960 sets of training materials are downloaded. These numbers represent a 2 per cent increase from July 2017 to July 2018.
403	In April 2017, the Police Division, in close coordination with Member States and United Nations police components, finalized the revised standard operating procedure on the assessment of the operational capability of formed police units for service in missions based on existing guidance from 2012. Efforts to revise the standard operating procedure on the assessment of individual police officers for service in United Nations peacekeeping operations and special political missions are also nearing completion.
	XXIV. Personnel
409	An informal briefing will be provided before the next session of the Special Committee.
410	The Field Personnel Division continues to reach out to troop- and police-contributing countries through round-table format meetings. These meetings are intended to serve as informational briefing sessions for troop- and police-contributing Member States on recruitment practices, but not to directly affect roster quality. The Field Personnel Division improves rosters, including by ensuring the proper representation of troop- and police-contributing countries, by conducting extensive outreach for generic job openings and position-specific job openings. In addition, multilingualism has been integrated into the strategic plans and budget of the Field Personnel Division, particularly with respect to outreach material and advocacy activities with various Member States and other stakeholders. The Division's Outreach Unit continues to use all six United Nations official and working languages for outreach activities. In addition, outreach banners have also been created in the six official languages. Regarding recruitment and succession planning, the Division has classified more than 1,000 job descriptions in English and French, which are used for advertising generic job openings in Inspira. All translations have been undertaken in accordance with the highest grammatical standards for each of the six official languages, and standard language requirements have been consistently applied across all job openings. The United Nations Terminology Reference System (UNTERM) is used as the standard for United Nations terminology.
412	An informal briefing will be provided before the next session of the Special Committee.

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413	The Departments of Peacekeeping Operations and Field Support continue to implement their standard operating procedures on the selection of heads and deputy heads of mission, with due regard to geographical representation and gender balance, and to enhance the senior appointments selection process by developing additional tools to assess candidates for senior leadership positions.
415	To enhance efficiency and transparency in the selection, recruitment and deployment of qualified military (including senior leadership, staff officers and United Nations military experts on mission) and police personnel and to speed up processing time, the Department of Peacekeeping Operations has revised existing standard selection procedures and developed a computerized human resources system. The system includes information on specific individualized skills and allows for cross-checking of relevant records with other United Nations entities on issues such as conduct and discipline, medical clearance, and certifications of officers' good conduct by Member States. Semi-annual military and police recruitment campaigns are being organized to seek nominations from all Member States. Verification and validation interviews for key positions in force headquarters are also held to ensure the selection of highly competent and experienced staff officers and United Nations military experts on mission for key positions in field missions, other than contracted posts. While ensuring transparency in recruitment processes, due consideration is given to enhancing female participation in peacekeeping operations and to maintaining geographical balance and proper representation of troop- and police-contributing countries. The latter is available at https://peacekeeping.un.org/en/troop-and-police-contributors.
416	Feedback from participants regarding the leadership partnering initiative has continued to be very positive, with the majority noting that they felt better equipped for their assignment as a result. Several mentee participants saw their mentors as a very good "sounding board". All partnerships administered during the reporting period have been extended beyond the initial planned length, demonstrating the usefulness of the initiative. Further information will be provided to the Special Committee through an informal briefing before its next session.
419	The Secretary-General continues to support and encourage greater use of locally recruited staff members. In implementing relevant General Assembly resolutions, the Secretary-General continues to review international functions that could be nationalized. In that regard, nationalization guidelines were sent to the field missions in February 2018, with a revised version shared with missions in October 2018. In addition, the Field Personnel Division of the Department of Field Support issued guidelines regarding the selection of locally recruited staff members in peacekeeping operations. The national staff recruitment guidelines continue to be valid pending the inclusion of national staff selection in the revised staff selection framework.
	XXV. Financial issues
426	Respectful repatriation of human remains is an end-to-end process involving mission support, medical personnel, chief civilian or military personnel officers or the Police Chief of Staff, movement control and the travel and traffic unit. The Movement Control Section of the Logistics Support Division has developed a policy on the operational aspect of moving human remains, while other sections have their own policies regarding their roles in the repatriation of human remains. As stated in the Movement Control Section's Manual on Human Remains, "All personnel involved with the transport of human remains are to ensure that solemnity and respect are shown at all times when handling the task."
428	Through the Action for Peacekeeping initiative, the Secretary-General has called upon Member States, including financial contributors, to renew collective support and engagement in United Nations peacekeeping. To improve its ability to reimburse troop- and police-contributing countries, the Secretariat continuously follows up with Member States on their outstanding contributions. All unpaid

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	assessments are summarized in an online portal on the status of contributions to facilitate payment by Member States. Member States are requested to pay any prior outstanding balance at the time of issuance of new assessments for active missions. Regarding unpaid assessments for inactive or closed missions, these are included in notes verbales that are sent to Member States requesting settlement of unpaid amounts (covering both inactive and active operations). These notes refer to financial regulation 3.5 of the Financial Regulations and Rules of the United Nations, which states that contributions shall be considered due and payable in full within 30 days of the receipt of the communication of the Secretary-General informing Member States of their commitments; to General Assembly resolution 58/1 B of 23 December 2003, in which, inter alia, all Member States were urged to pay their assessed contributions in full, on time and without imposing conditions; and to Assembly resolution 56/243 A of 24 December 2001, in which Member States in a position to do so were encouraged to provide a schedule of payments or other information about their intentions to clear their accumulated arrears. For closed missions, during the sixty-sixth to sixty-eighth sessions of the General Assembly, the Secretary-General made proposals to Member States to address the issue of outstanding dues in respect of contingent-owned equipment and letters of assist for closed missions with cash deficits (see A/66/665, A/67/739 and A/68/666). The General Assembly has deferred consideration of those proposals.
431	The Secretariat continues to review and revise memorandums of understanding to facilitate operational suitability and readiness. Pursuant to the recommendation of the 2017 Working Group on Contingent-Owned Equipment, copies of the statement of unit requirements are added to the memorandums to ensure enhanced suitability. The Secretariat is further able to confirm the positive role of the Contingent-Owned Equipment/Memorandum of Understanding Management Review Boards in recommending amendments to memorandums of understanding to reflect operational realities. At the strategic level, the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board at Headquarters continues to monitor the status of all memorandums of understanding and statement of unit requirements on a periodic basis.
432	The formal guidelines on the award of risk and key enabling premiums are currently under review, and issuance is anticipated following the required internal approval process. In the interim, the principles of the draft guidelines have been implemented, and payments of risk premiums for particular units have been authorized following endorsement by the Contingent-Owned Equipment/Memorandum of Understanding Management Review Board at Headquarters and the relevant senior leaders.
433	Mission Contingent-Owned Equipment/Memorandum of Understanding Management Review Boards review the status of contingent-owned equipment and identify gaps in capabilities to the Review Board at Headquarters. Details of shortfalls owing to significant contingent-owned equipment gaps are subsequently shared in individual notes verbales to the respective Permanent Missions. Permanent Missions of troop- and police-contributing countries also receive a copy of contingent-owned equipment verification reports, first through the contingent commander at the field level, and again at the time of payment of quarterly contingent-owned equipment reimbursements. Details of contingent-owned equipment shortfalls are also made available to the respective Permanent Missions upon request.
438	Periodic and continuing briefings are provided regarding the deliberations of the legislative bodies on the annual peacekeeping budgets. Respective Headquarters and mission-level senior leaders are also made aware of relevant decisions.

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	XXVI. Other matters
439	The Secretariat has been seeking to coordinate even more closely with the Bureau of the Special Committee to ensure that briefings and updates are available as early as possible.
442	A comprehensive informal briefing on this issue was provided at the time of the most recent session of the Special Committee. Further inquiries on the issue, should any be required, may be made during the informal briefing on field support provided to the Special Committee before its next session.